LETTER FROM THE MINISTER

It gives me great pleasure to present to you the Alberta government's "Sport Development Strategy into the 1990's".

This document builds upon our past accomplishments and sets direction for the development of a stronger provincial sport system in Alberta into the future. It re-affirms our commitment to strive for even greater successes.

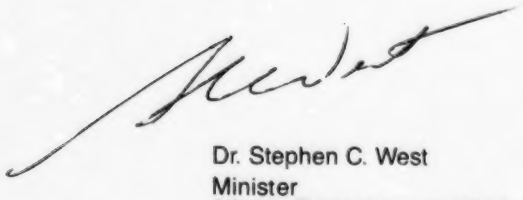
Much of our success is dependent upon you, as our partners in sport. You helped develop our new strategies and programs and our challenge is to work more closely together to meet our goals. Partnership and shared responsibility are critical.

Together, we will strive to increase sport participation and opportunities for development. We will support and encourage the pursuit of excellence by our athletes, coaches and officials. We will expand our sport delivery system and we'll target for increased efficiencies.

Sport is an integral part of the social fabric of Alberta, and it is becoming increasingly important to all of our lives as a means of achieving enjoyable and rewarding personal development. Sport is also an integral part of Alberta's economic strength and diversity.

We have direction, we have the resources necessary to explore new programs and we have the support of our partners in sport.

I look forward to working with you in implementing "Sport Development Strategy into the 1990's" and sincerely thank each of you who assisted us in the development of this new strategy.



Dr. Stephen C. West
Minister
Alberta Recreation and Parks

SPORT DEVELOPMENT STRATEGY INTO THE 1990's

This document represents a summary of the Alberta government's Sport Development Strategy into the 1990's and will be implemented by Alberta Recreation and Parks and the Alberta Sport Council, collectively referred to as the Ministry.

The first Sport Development Strategy in the province was developed in 1984, and was based upon an increased need to better coordinate and support sport development and delivery in Alberta. We learned a significant amount over the past five years and the information, the trends, the experience and the expertise which have developed have helped us to focus on new program ideas and priorities into the future.

The provincial government does not build sport in Alberta — Albertans build sport. Provincial associations, community groups, municipalities, volunteers, leaders, schools and individuals all contribute to sport development in a positive way. The Alberta government is committed to work with, facilitate and support the initiatives of these partners in sport, and this is reflected in our new program directions.

The key principles upon which we are building a more solid future for sport are partnerships, participation, accomplishment and communication.

Partnerships are critical to a successful sport delivery system in terms of maximizing the cooperative efforts of all of our partners and the use of available resources.

Participation is essential for sport to continue to grow. Programs must be attractive and encourage increased participation, particularly at the individual and family level.

Being better at what we do is something we continue to strive for, whether through competition or individual achievements through participation. Albertans understand accomplishment and we will continue to support the provision of opportunities which allow each of us to attain personal levels of achievement.

Communication is fundamental to both developing solid partnerships and encouraging participation. Our partners have greatly assisted in the development of this new sport strategy through the exchange of information, the identification of needs and trends in the sport community, and a strong spirit of cooperation.

Your support in setting new directions for sport development in Alberta and your continued support in implementing new programs will create an environment in which we can all achieve our goals and succeed.

STRATEGIES, PRIORITIES AND PROGRAMS

Nine strategic areas have been identified as the focus for Alberta's Sport Development Strategy into the 1990's. Priorities have been established for each of these strategic areas, which are intended to set direction for the advancement of sport into the future. And, a number of potential program areas which could assist in supporting our new strategy have been identified.

It should be noted that all programs established in the previous strategy (i.e., 1984-89) are being continued. Potential new program areas and program expansions are being suggested, most of which were developed based on ideas from the sport community. The implementation of these programs will be examined in more detail, with regard to available resources and emerging priorities.

The new strategies and priorities demonstrate our commitment to sport development and partnership approaches in the delivery of sport in Alberta. But, to be effective, we must continue to be flexible and responsive to changing needs. This is a shared responsibility which requires on-going communication.

The Priority

To maintain and develop a stable, diverse and flexible financial base for sport.

Funding is critical to the development and advancement of sport.

Government funding has been the primary funding source for sport in Alberta. Base-level programs will continue to be funded through Alberta Recreation and Parks and enrichment funding will be provided by the Alberta Sport Council, with the major source of funding being derived from Alberta Lotteries.

Government funding has been consistent and reliable. However, sport partners generally agree that new and more diverse funding sources would help secure and enhance a financial base for sport development into the future.

Aggressive marketing and promotion are the keys to raising a stronger awareness of the benefits of sport and achieving financial support from the corporate and private sectors.

The Alberta Sport Council will be actively involved in marketing, promotion and fund-raising initiatives, as priorities. The Ministry will strive to maintain and enhance existing funding programs.

ENHANCED PROGRAMS

- Revenue Generation:

Increased emphasis will be placed on marketing sport programs and generating revenue from public and private corporations.

- Sport West Marketing

An alliance of sport program development agencies in the four western provinces has been established and should assist local, regional, and provincial amateur sport groups to promote sport in Western Canada and help raise funds.

CONTINUED PROGRAMS

- Sportsfund
- Technical Enrichment Financial Assistance for Provincial Sport Associations
- Administrative Base-Level Financial Assistance For Provincial Sport and Recreation Associations
- Operating Assistance For Community Sport And Recreation Development (Community Recreation/Cultural Grant Program).

The Priority

To provide a wider and more advanced base of technical expertise for sport leaders, coaches, officials and trainers.

Successful sport development relies on volunteers and technical leadership skills. Volunteers are the foundation of Alberta's sport delivery system. They are highly valued and will continue to play a major part in sport programming in Alberta.

Leadership skills are the key to successful sport programming. Properly trained leaders, whether professional or volunteer, greatly enhance the quality of the experience for the participant.

We will continue to support volunteers and technical leadership development through eleven programs in this area; one of which is new, one potential and three of which represent potential expansions to existing program areas.

NEW PROGRAM

- Coaching Employment Program

This program is intended to enhance coaching as a profession in Alberta, which should encourage Alberta's coaches to remain and practise in the province. It should also create an added incentive for Alberta athletes to train in-province.

POTENTIAL PROGRAM

- Sport Sciences

This represents a series of programs which are aimed at improving the performance of athletes and would provide essential knowledge to enhance the development of the athlete. This knowledge is derived from disciplines such as exercise physiology, sport psychology, biomechanics, nutrition, organizational analysis, etc.

ENHANCED PROGRAM

- Provincial Coaching Institute

This program would provide a Masters Degree in Coaching, which includes levels 4 and 5 of the National Coaching Certification Program, where available.

- Officials' Clinics

The number of officials' clinics would be increased and a standardized officials' program will be examined.

- Community Coaching Conferences

Coaches in Alberta at the local and regional level would be given the opportunity to participate at community coaching conferences, and to acquire current skills information which is not readily available through other programs (e.g., National Coaching Certification Program, Master Coach and Officials Program, etc.).

CONTINUED PROGRAMS

- Master Coach and Official Program
- Coaching Clinics
- Professional Technical Staff
- National Coaching Certification Program
- Provincial Coaches Symposium
- Sport Medicine Community Education

The Priority

To increase sport participation opportunities for all Albertans.

Sport participation is a shared responsibility among all of us, as individuals and partners in sport. Participation is important in terms of enhancing personal well-being, health, and community and family relationships.

Programs are required to motivate people towards involvement in sport and many of these programs can be delivered most effectively at the community level.

We will continue to support and complement the efforts of municipalities and community sport groups in achieving increased sport participation. We will also continue to support innovative ideas and projects at the community level which encourage mass participation.

One new program is under consideration and four others could receive additional support.

NEW PROGRAM

- Masters Games

This program is proposed as a means of providing organized, quality competitions for athletes between the ages of 18 and 55 years.

ENHANCED PROGRAMS

- Torch Relay
- Zone Games
- Zone Camps
- Arctic Winter Games

CONTINUED PROGRAMS

- Innovative Projects
- Sport Outreach
- Alberta Summer And Winter Games
- Alberta Seniors Games
- Local Sport Development Projects
- Alberta Olympic Youth Symposium
- Special/Satellite Competitions
- Leisure Lifestyle Festivals

The Priority

To enhance Alberta's standards of high performance and improve the representation of Albertans at selected major games and competitions.

The number of athletes performing at interprovincial, national, and international levels of competitions has increased significantly over the past several years. Our goal is to achieve greater levels of athletic performance and participation.

We believe that athletes should have the best possible opportunities to achieve their highest potential and this requires a combined effort of everyone involved in the sport community.

The pursuit of excellence requires facilities, coaching, training, technical expertise, funding and competition opportunities for the athlete. Alberta has developed a solid base for athlete development and we intend to build on that base for greater gains in the area of excellence.

Two new programs have been introduced, one potential new project is being considered and four others could receive added support.

NEW PROGRAMS

- Opportunities for the Development of Athletes with Disabilities

Associations and agencies responsible for working with athletes with disabilities will receive additional financial support.

- Adopt An athlete

Alberta's elite athletes will receive additional support, in the areas of financial and employment assistance through encouraging a relationship between the private sector and athletes.

POTENTIAL PROGRAM

- Athlete Tracking System

Talented athletes will be identified and their progress tracked.

ENHANCED PROGRAMS

- Alberta Athlete Development Program
- Western Canadian Championships
- Canadian Championships
- Canada Games

CONTINUED PROGRAMS

- Sport Training Centres
- Talent Identification
- Training For High Performance Athletes
- International Sport Exchanges
- Western Canada Summer Games

The Priority

To improve communication, coordination and liaison among all partners in Alberta's sport delivery system.

An efficient sport delivery system requires strong coordination and liaison among sport agencies. Continued role clarification, the initiation and maintenance of partnership approaches to sport development, and the establishment of effective communication among all partners will be major priorities.

Role clarification and communication will assist partners in sport to respond to the needs of the participant and to better integrate their program activities and resources. Providing information on sport to Albertans is also important in terms of meeting many of our other priorities, such as fund raising and participation.

Initiatives in this area will focus on encouraging greater communication and cooperation with, and among, government departments and agencies, education associations and institutions and community groups in areas of mutual interest. Promoting the establishment of Community Sport Development Committees is viewed as one important means of facilitating and coordinating sport development and delivery at the local level.

In addition, public information programs which profile amateur sport in Alberta are viewed as beneficial to encouraging participation in, and support for sport. Consideration will be given to a possible television show and other mediums.

ENHANCED PROGRAM

- Speakers Bureau

Increased emphasis will be placed on the Speakers Bureau in terms of attracting and involving more elite athletes. The primary purpose of the program is to encourage young Albertans to participate in sport.

CONTINUED PROGRAMS

- Sport In Motion Column
- Sport Vans
- Zone Intersports
- Alberta Sport Report
- President/Staff Meetings
- Sport Resource Guide — A Guide Of Programs And Services
- Ministry Brochure
- Provincial Intersport Conference

The Priority

To recognize contributions of individuals or groups to sport development.

The recognition of volunteer and athlete commitments, achievements and contributions to sport is a priority. Programs providing formal recognition for outstanding contributions to sport will continue and these should help reinforce and expand future commitments to building sport in Alberta.

CONTINUED PROGRAMS

- Alberta Sports Hall Of Fame And Museum
- Olympic Recognition Banquets
- Provincial Coaching Recognition Program
- Sport Volunteer Recognition Awards
- Alberta Achievement Awards

The Priority

To assist sport organizations in the effective development and management of sport systems.

Greater demands on sport organizations have made improved organizational management systems and methods a high priority.

Sport associations must effectively plan and manage their resources to maximize program delivery. Programs and services are required to better assist associations in developing and maintaining strong administrative operations.

We will promote initiatives such as professional consultative services and workshops and will provide administrative support services for provincial associations.

Emphasis will be placed on improving access to program counselling at the local and regional levels. These programs will include: organizational development, program planning, volunteer management, and sport club leadership.

Two programs are being considered for expansion.

ENHANCED PROGRAMS

- Percy Page Centre

Administrative support services to provincial sport and recreation associations at the Percy Page Centre in Edmonton would be expanded and the feasibility of providing an administrative satellite centre in Calgary will be examined.

- Sport Club Leadership Development

Further assistance would be provided to local club leaders to improve leadership skills as related to developing and managing sport clubs.

CONTINUED PROGRAMS

- Organizational Development Consultative Services To Provincial Sport Associations
- Organizational Development Consultation to Municipalities
- Skills Program For Management Volunteers
- Provincial Sport Association Program Planning
- Program Consultation
- Provincial Sport Association Employee Benefit Program

The Priority

To encourage communities and sport associations to host major games and championships.

Hosting and managing major sport events will continue to be a priority There are many benefits to a community hosting major games and events which include a legacy of programs, services, facilities, and accomplishments which remain after the event is completed.

Significant, direct economic benefits are often gained by communities that host sport events and this in turn helps to strengthen and diversify the local and provincial economies.

Examples of staging of major games and events in Alberta include the 1988 Olympic Winter Games, the World University Games, the Jeux du Canada Games, the Commonwealth Games, the Western Canada Summer Games, the Canadian Gymnastics Championships and the World Baseball Championships. All promoted and encouraged participation in sport, as well as excellence.

Financial assistance and consultation in support of communities bidding and hosting major games and events will be expanded.

ENHANCED PROGRAM

- Hosting Sport Championships And Competitions

This program will provide more support to hosting major sport and recreation events in Alberta.

The Priority

To maximize sport and recreation facility development and operations.

Maximum use and efficient operation of existing community based facilities is critical for the growth and development of sport. Multiple use and sharing of sport and recreation facilities must be considered due to high operating costs and this requires creativity, cooperation and understanding among all partners.

Communities should attempt to make better use of existing structures such as business premises and municipal facilities. The use of facilities at elementary, secondary, and post-secondary education institutions should also be considered by all sport agencies in Alberta.

The business sector might support the use of unused buildings and warehouses which are suitable for some sports. The commercial sector may be encouraged to provide sport facilities for their employees.

Cooperative planning approaches for the development of new facilities could result in an increased capacity for multiple use and possibly cost-sharing. Ways of achieving maximum resource use and other efficiencies must continue to be explored.

CONTINUED PROGRAMS

- Capital Assistance For Community Sport And Recreation Facilities (Community Recreation/Cultural Grant Program)
- Sport And Recreation Facility Technical Support
- Calgary Olympic Development Association Liaison.

ROLES OF THE MAJOR PARTNERS

Provincial sport associations, municipalities, schools, colleges and universities are our major partners in sport development. Clear role relationships among the major partners and the Ministry are essential in order to improve the delivery of quality sport services and programs.

At the local level, municipalities, local clubs, education institutions and sport associations must work together to achieve success. We recognize the key roles of all of our partners in local and provincial sport development and will continue to strengthen our working relationships with them.

The following section is an overview of the existing and potential roles of the major partners in the provincial sport system.

ROLE OF THE MINISTRY OF RECREATION AND PARKS

The broad role of the Ministry is to provide financial, consultative, and technical support and expertise, directly to provincial sport associations, municipalities, community groups and education institutions in support of organizational participation, leadership and facility development programs.

Alberta Recreation and Parks is responsible for sport policy development in the province and works jointly with the Alberta Sport Council in program planning. The Alberta Sport Council helps provincial and local sport organizations deliver sport programs.

ROLE OF PROVINCIAL SPORT ASSOCIATIONS

Provincial sport associations at the provincial level include single sport, multi-sport, umbrella, and sport-related agencies. At the local level, they include clubs, community groups and sport federations.

Provincial sport associations are the agencies responsible for the regulation, advancement, planning and integrity of their sports throughout the province.

The responsibilities of the provincial sport associations include team training and selection, technical leadership, promoting participation, fund-raising, coordinating sport competitions, and working with local authorities to enhance sport participation at all levels.

ROLE OF MUNICIPALITIES

In this context, the municipality is defined as the elected local Council or any recognized civic agency responsible for the coordination of sport within the jurisdiction of the municipality, according to by-laws passed by local Council.

Municipalities coordinate sport programs and services at the local level. They also support local institutions and groups, promote active participation in sport, and provide and operate community sport facilities with assistance from Alberta Recreation and Parks.

Each municipality determines the level of support considered appropriate for its municipality, based upon its aims, ambitions and resources.

ROLE OF SCHOOLS

As well as providing formal education for their students, schools encourage sport activities and offer inter-school and intra-mural sports. They also provide the community with a facility and leadership base for overall sport development.

Schools can further help promote life-long participation in sport by working with community groups and attempting to fully utilize school resources.

ROLE OF COLLEGES AND UNIVERSITIES

Colleges and universities are integral partners in the provincial and local sport system. Their contribution to sport development is significant and all partners within the sport community benefit from their efforts.

Colleges and universities provide education, training, and research programs for sport leaders and administrators, particularly in sport leadership, fitness training, coaching, and sport administration. They encourage widespread participation and competition, and act as regional, provincial and national training centres for specific sports based upon the facility and leadership resources available.

CONCLUSIONS

Alberta's athletes are making a stronger impact on the international sport scene. This impact can be largely attributed to the commitment and dedication of all our partners in sport, and to all of us as supporters. We must continue to develop our partnership approaches to enhance athletic excellence and we can be inspired by our achievements to date.

But sport participation is important for all of us — as individuals, families and groups. We can each achieve our own levels of excellence, and enjoy the sense of well-being, togetherness and pride that can be gained through our personal efforts.

Sport is for everyone, regardless of ability, and we are our own success story through partnership and participation. We must continue to build on our successes and the Ministry will take a proactive, lead role in strengthening our provincial sport system and encouraging increased sport participation.

Our emphasis will be on developing partnerships, sharing ideas, promoting innovative programs and participating in joint ventures with other provincial government departments and agencies, provincial sport associations, municipalities, schools, colleges and universities.

Together — We can make it better!